UNITED STATES AIR FORCE RESERVE (USAFR) COMMAND AND CONTROL

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements AFPD 10-2, *Readiness*. It articulates guidance for operation and support of all Air Force Reserve command and control facilities.

This instruction addresses information protected by the Privacy Act of 1974. The authority to collect and maintain this information is 10 United States Code, Section 8013. The information that is subject to the provisions of AFI 37-132, Air Force Privacy Act Program, and required by this instruction is included in paragraphs 3.5.1 and 5.4. Following the guidance in AFI 37-132, give a Privacy Act statement orally or in writing to anyone from whom you are collecting personal information that will be put in a system of records, regardless of how you collect or record the answers. Safeguard and dispose of personal information according to AFMAN 37-132.

SUMMARY OF REVISIONS

This revision incorporates the procedures formerly in AFRESR 55-2. It updates the instruction throughout to include references, publications requirements, and responsibilities.

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Chapter 1

INTRODUCTION, CONCEPTS, AND TERMS EXPLAINED

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1.1. General. This instruction outlines the organization, manning, equipment, and physical facilities necessary to operate an Air Force Reserve (AFRES) command and control facility (command post). It also defines areas of responsibility and controller requirements and functions. Commanders at all levels monitor and ensure positive control of assigned forces and compliance with the procedures outlined in this instruction.

1.2. Applicability. This instruction applies to HQ AFRES and all numbered air forces (NAF) and wings assigned to AFRES which maintain command and control facilities. Detached squadrons and associate units not operating a command and control facility use this instruction as a guide to ensure effective command and control of assigned forces. As a minimum, detached squadrons and associate units submit

contact information letters and develop procedures for operational reporting and emergency or contingency actions.

1.2.1. Upon mobilization, adhere to the requirements of the gaining major command (MAJCOM) as specified in applicable 10-series instructions.

1.2.2. Direct questions or comments about any conflicts which exist between this instruction and those of the gaining MAJCOMs to the Command and Control Policy Division, Readiness and Programs Branch (HQ AFRES/DOCR), 155 2nd Street, Robins AFB GA 31098-1635. Until resolution, follow the provisions of this instruction.

1.3. Organization. Organize command posts (CP) according to current Air Force, AFRES, and gaining command 10-series guidance.   The wing commander has operational and administrative control of the unit command post; NAF level, the operations officer (DO) has such control.

1.4. Commanders:

1.4.1. Equip, maintain, and operate the command post.

1.4.2. Ensure the command post is manned to support the unit mission.

1.4.3. Ensure the command post receives full support from other unit and base agencies.

1.4.4. Assign only personnel with the highest degree of reliability and stability to command post duties.

1.4.5. Ensure that command post personnel do not perform additional duties (other than within the scope of command and control).

1.5. HQ AFRES Command and Control Policy Division (HQ AFRES/DOC):

1.5.1. Provides policy guidance and command and control mission objectives to subordinate units.

1.5.2.   Reviews and evaluates gaining major command publications to determine applicability to USAFR command posts. Units send requests for changes to HQ AFRES/ DOCR through the NAF/DOOC.

1.5.3. Participates in command and control conferences, seminars, and workshops of the gaining commands.

1.5.4. Develops command post evaluation checklists and process guides used by the AFRES Inspector General to assess unit command and control operation and processes. Units may use these checklists as a basis for unit command post self-inspection.

1.6. References and Terms. See attachment 1 for a glossary of references and terms.

1.7. Changes or Waivers to This Instruction:

1.7.1. Submit all recommended improvements, additions, and changes to the NAF. NAFs review and forward appropriate requests and recommendations to HQ AFRES/DOCR for approval.

1.7.2. Submit requests for waivers to this instruction in writing through the NAF to HQ AFRES/DOC. Include a detailed explanation and the desired duration of the waiver. HQ AFRES/DOCR assigns waiver numbers.

Chapter 2

COMMAND POST FACILITIES AND EQUIPMENT

2.1. Purpose. This chapter outlines the physical arrangement of a NAF/unit command post and its associated equipment. It also provides guidance for the design and layout of new command posts.

2.1.1. Although the intent of this chapter is to standardize command posts throughout AFRES as much as possible, it does not constitute blanket authority for modification of existing facilities. Facilities which do not meet the exact requirements of this chapter, but which fulfill the needs of the unit mission and which the commander deems satisfactory, are considered adequate.

2.1.2. When existing facilities and, or equipment preclude effective training, submit upgrade requests through appropriate

base   channels   (for   example,   civil   engineering, communications).

2.2. Physical Arrangements:
2.2.1. The physical arrangement of each command post is limited by and depends upon the design of the building structure. Provide adequate space for:

2.2.1.1. Console area.

2.2.1.2. Supervisory/administrative work area.

2.2.1.3. Crisis Action Team (CAT)/Battle Staff (BS)/Contingency Support Staff (CSS) area.

2.2.1.4. Maintenance Operations Center (MOC) (if collocated).

2.2.2. The facility must be secure with all physical restraints in place as required by AFI 31-101, volume I, *The Physical Security Program*, and AFI 31-209, *The Air Force Resource Protection Program*, as supplemented.

2.2.3. The controller console area is the command post nucleus and contains the facilities and communications equipment to conduct emergency actions, operational reporting, and routine air/ground command and control functions. (If a separate area is used to process emergency actions, ensure all security requirements are met.)   Design considerations include:

2.2.3.1. Physical separation from remainder of the complex.

2.2.3.2. Adequate ventilation, heating and air conditioning.

2.2.3.3. Maximum controller visibility/access to displays.

2.2.3.4. TEMPEST requirements.

2.2.3.5. Wall and ceiling soundproofing materials as a means of noise reduction. If the CAT/BS area is within the facility, physically separate it from the console area.

2.2.3.6. Only one main entrance/exit should exist. If there are others, each must be capable of being locked from within the facility. The door to the CAT/BS area must be capable of being locked from within the CP.

2.2.3.7. All windows will comply with the provisions of AFI 31-101, volume I, as supplemented. Provide coverings for all windows.

2.2.3.8. A separate area may be designated for emergency action message (EAM) processing and other classified work so as not to interfere with console operations.

2.2.4. Non-collocated AMC-gained tanker units only:

2.2.4.1. Provide a minimum of 200 square feet in a separate enclosed area to ensure limited access.

2.2.4.2. Provide a separate communications equipment room consisting of an additional 200 square feet. When possible, the on-duty controller controls access to the room.

2.2.4.3. Ensure adequate air conditioning, heating, and ventilation to eliminate any requirement for windows.

2.2.4.4. Provide adequate latrine facilities in the unit command post.

2.3.   Communications Equipment. Provide the communications equipment outlined below in the CP to facilitate command and control operations. All telephone handsets in the CP and BS/CAT/CSS area have the push-to-talk feature to prevent inadvertent compromise of classified or sensitive information.

2.3.1. Class A Telephones. A minimum of three Class A administrative lines is desired for each facility. Local intercom or hotlines to weather, crew scheduling, base ops, tower, maintenance, and commander are desired. (Requirements may be satisfied through direct telephone lines or normal base telephone service if the CP is removed from the immediate area of weather, crew scheduling, etc.)

2.3.2. Defense Switched Network (DSN) Access. Each CP has access to a Defense Switching Network (DSN) circuit which must be cleared for immediate precedence traffic. If a direct circuit cannot be provided due to a lack of funds or circuits, the base switchboard provides the CP with immediate access to a DSN line.

2.3.3. AUTODIN Access. Each CP must have the means of receiving and transmitting high priority classified and unclassified messages. Ideally, units have a SARAH terminal capable of receiving and transmitting classified and unclassified messages located within the command post. Those units without transmit and receive capability develop provisions for rapid pickup and delivery from the communications center by other than command post personnel.

2.3.4. Ultra High Frequency (UHF) Receivers. Each CP is authorized one multichannel UHF transceiver or suitable substitute of one single channel transmitter and one single channel receiver. Up to two additional operating locations may be installed using remote control units. A second transceiver is required for units where local radio maintenance is not available within one hour.

2.3.5. Intrabase Radios and Beepers/Pagers. CP intrabase radios and beeper/pager equipment are authorized in TA 660.

2.3.6. Weather. The CP maintains the capability to monitor current and forecast weather data in support of flying operations. When the CP is physically separated from the supporting weather facility, a teleautowriter, closed circuit TV, remote weather computer or local weather dissemination system is required.

2.3.7. Primary/Secondary Crash Phone System. Include the CP in a primary/secondary crash phone system for emergency notifications.

2.3.8. Non-Collocated AMC-Gained Units Only:

2.3.8.1. Remote satellite alert facility (RSAF) panel (provided by AMC).

2.3.8.2. Two single channel UHF transceivers tuned to frequencies 311.0 MHZ and 321.0 MHZ.

2.3.8.3. Covert duress alarm to security police/central security control (SP/CSC).

2.3.8.4. Hotlines to the fire department, tower, and alert facility.

2.3.8.5. TAAN transmitter.

2.4. Additional Required Equipment and Specifications:

2.4.1. Clocks. Three 24-hour clocks to show local, Zulu, and alerting or execution reference times must be located to be readily observed. At least one clock will be battery operated or hand wound.

2.4.2. Emergency Power. The emergency power supply system must be able to maintain a minimum of electrical output equal to the power required for operation of all CP equipment.

2.4.2.1. Once emergency power has been started for any reason, notify appropriate civil engineering personnel.

2.4.2.2. The physical security requirements for emergency power systems will be according to AFI 31-101, volume I and AFI 31-209, as supplemented.

2.4.3. Emergency Lights. Install self-starting, battery powered light units in the CP/CAT/BS areas. Test these lights weekly and record results in the events log. Augment this system with an adequate number of flashlights (minimum of two) plus spare batteries and bulbs for each flashlight.

2.4.4. Safe. This must be an approved security container for classified material according to DOD 5200.1-R, *Information Security Program*, and AFI 31-401, *Managing the Information Security Program*, as supplemented. If a safe is used to store communications security (COMSEC) material, it must meet COMSEC requirements outlined in AFI 33-211, *Communications Security (COMSEC) User Requirements*.

2.4.5. Small Computer. A minimum of one computer should be capable of processing classified information.

2.4.6. STU III. This should have the capability of transmitting classified data (for example, SORTS reporting).

2.4.7. Secure Facsimile Transceiver (Secure Fax). Because of CP security requirements, this fax is not for general use, but should be limited to the CP and CAT/BS use.

2.5. Optional Equipment:

2.5.1. Cellular Phone. Cellular phones are authorized in TA 660.

2.5.2. Tape Recorders. Cassette tape recorders and tape cassettes in sufficient quantity to prepare and conduct controller and crew training. These tape recorders are not authorized to record telephone conversations.

2.5.3. Internal Public Address (PA) System. A PA system is desirable for CAT/BS alerting and coordination.

2.5.4. Closed Circuit Television. Used to display weather data and for weather briefings, as required.

2.5.5. Closed Circuit Flight Line Surveillance System. Closed circuit TV system (CCTV) used for ramp and alert facility monitoring, to monitor inflight emergencies (IFE) and generation.

2.5.6. Refrigerator. Used to store food and beverages for the on-duty controllers.

2.5.7. Microwave Oven. Used to provide hot meals for the on-duty controllers.

2.5.8. Voice Recorder. A 24-hour voice recorder used to record console telephone conversations.

2.5.9. Other Communications Equipment. Equipment such as high frequency (HF), VHF and UHF radios, as required for unit operations or training.

2.6. Administrative Area. Identify a specific area for use by the officer in charge (OIC), air reserve technician/non-commissioned officer in charge (ART/NCOIC), and administrative support personnel.

2.7. Alternate Command Post. This term identifies an emergency C2 operating location. An alternate CP is identified and assigned to ensure C2 functions can be continued if the primary CP ceases operation or evacuation is required during emergency situations. Therefore, do not locate the alternate CP site in the immediate vicinity of the primary CP.

2.7.1. The alternate CP site provides access to the base telephone system. Access to UHF/VHF/HF radio enhances command and control capability and is encouraged. The designated facility should be large enough to accommodate an emergency battle staff or crisis action team, if possible.

2.7.2. Pre-position any required checklists and any equipment possible in case an immediate evacuation from the primary command post is needed.

2.7.3. The requirement for an alternate CP does not solely justify renovating a facility or purchasing additional communications equipment.

Chapter 3

MANNING AND PERSONNEL QUALIFICATIONS

3.1. General. Command post manning is determined by current directives governing organization and manpower for applicable levels of command. Manning during non-active duty periods is based upon Part A of the unit manpower document (UMD) and during military periods upon Part B of the UMD. At least one full-time ART 1C3X1 is assigned to each CP.

3.2. Controller Qualifications:

3.2.1. Select only the highest caliber officers and airmen for controller duty, as controllers function in an executive capacity for the commander.

3.2.2. The wing commander (or operations officer for NAF) interviews personnel selected for CP duty to ensure required maturity, experience, and reliability. Personnel selected must be capable of reacting quickly and correctly to emergency situations, performing unsupervised duties, and communicating complex instructions in clear and concise terms to other agencies and senior officers.

3.2.3. All command and control personnel assigned to permanent duty in a CP must have a Top Secret security clearance eligibility. However, personnel do not have to be assigned a Top Secret security access requirement (SAR) code unless they have routine access to Top Secret documents. Base the clearance for administrative personnel, augmentees, and other assigned personnel on local conditions and known mobility commitments (but no lower than Secret). Personnel may be assigned to the CP with an interim Top Secret clearance eligibility, pending receipt of a final clearance. *NOTE:* Controllers assigned to AMC-gained SIOP-committed units must comply with AMC security clearance eligibility requirements.

3.2.4. The NCOIC is certified in all applicable areas and must have at least 6 months experience in the position certified. If the NCOIC is an ART, however, paragraph 4.6.1.2 applies.

3.2.5. The OIC is certified in all applicable areas and should have at least 6 months experience in CP operations.

3.3. ART Responsibility. The ART 1C3X1 is responsible for the NAF or unit command post during normal daily operation, including coordination with the host base for any support required. The commander (DO for NAF) ensures that outside functions provide necessary support.

3.4. Augmentees. Designate a minimum of two full-time personnel assigned to the unit as CP augmentees (this is optional for units which have two full-time ART 1C3X1 personnel assigned). Train and certify the augmentees in daily CP operations, including AFRES readiness action messages

(RAM) and notification procedures. Use these augmentees to assist or replace the ART 1C3X1 whenever necessary.

3.5. Manning Reports. To assist HQ AFRES in effectively managing AFRES command and control resources, each unit submits a manning report (RCS: AFR-DOO(A)8601) to HQ AFRES/DOC with a copy to the appropriate NAF. Submit reports annually as of 1 July, using the format in attachment 2. Update reports immediately as changes occur. Transmit annual reports and major changes by e-mail, fax, or AUTODIN; minor changes may be telephoned. Reports contain:

3.5.1. Unit. Include the unit name, a correspondence address, and a complete DSN telephone number for the facility. Example: HQ AFRES/DOC, 155 2ND ST, ROBINS AFB GA 31098-1635, DSN 497-0680.

3.5.2. Date. The as-of date of the report.

3.5.3. Section I:

3.5.3.1. Officers. Total number of officers authorized (per UMD), assigned, and certified.

3.5.3.2. Enlisted. Total number of enlisted authorized (per UMD), assigned, and certified.

3.5.3.3. ARTs. Rank, civil service rating, and name (last, first).

3.5.3.4. OIC. Rank, name (last, first).

3.5.3.5. NCOIC. Rank, name (last, first).

3.5.3.6. Training Officer/NCO. Rank and names (last, first).

3.5.3.7. All Personnel. List all individuals in the format shown in attachment 2.

3.5.4. Section II. Names of promotees and rank to which promoted.

3.5.5. Section III. Names, ranks, and AFSCs of all projected gains.

3.5.6. Section IV. Names, ranks, and AFSCs of all known losses and reasons for those losses. This includes decertification, retirement, separating from service, loss of security clearance eligibility or access, chance for advancement, etc. (Higher headquarters uses these reports to identify problem areas, frequency, and reasons for turnover. If problems go undocumented, they do not appear as problems and cannot be fixed.)

3.5.7. Section V. Remarks. Include personnel without a Top Secret clearance eligibility, remarks on personnel and training problems or projected problems, and actions taken to correct problems, if applicable.

3.6. Manning Augmentation to Active Duty Force. At times, the gaining MAJCOMs need Reserve personnel to augment various operations, such as to assist in exercises or Inspector General (IG) visits. If contacted directly by an active duty MAJCOM/NAF requesting augmentation, have the requester contact HQ AFRES/DOC for approval. In addition, pass any available information on the requested augmentation to HQ AFRES/DOC. This helps ensure proper utilization and training of AFRES command and control assets.

3.7. Additional Duties. Controllers assigned to the CP are not required to perform any additional duties (other than within the scope of command and control).

3.8. BAS for HQ AFRES-Assigned Controllers. Regardless of residence, all enlisted controllers assigned to the AFRES Command Center whose primary duty includes shift work are authorized Basic Allowance for Subsistence (BAS). Justification is according to DFAS-DEM 177-373 V2, *The Defense Joint Military Pay System Unit Procedures Excluding FSO*. This is a quality of life issue, as all command center shift worker personnel must remain in the immediate vicinity of the command center during their tour of duty.

Chapter 4

CONTROLLER TRAINING, CERTIFICATION, AND TESTING

4.1. General. Units train and certify command post controllers in emergency actions, operational reports, and monitoring flying operations according to AFI 10-207, *Command Posts*, the Career Field Education and Training Plan (CFETP), applicable gaining command instructions, and this instruction before allowing controllers to perform unsupervised. HQ AFRES Command Center trains and certifies controllers according to AFI 10-207, the CFETP and this instruction. The chief of the command post and/or the senior ART 1C3X1 establish and implement the training.

4.2. Categories of Training. Controller training falls into three categories: initial, refresher, and recurring.

4.2.1. Initial Training. Initial training is administered to all personnel without prior command post experience and is designed to teach those skills and tasks identified on the training outline and specialty training standard (STS) as needed to perform controller duties. This training begins once the individual is available for duty and has the proper security clearance eligibility for the material being trained. Initial training is accomplished in two phases: familiarization and supervised.

4.2.1.1. Familiarization Training. This phase consists of briefings and visits designed to indoctrinate the trainee as to duties and working area. During this phase, cover such subjects as section duties and responsibilities, unit mission, training requirements, an introduction to applicable directives, and the location and purpose of equipment.

4.2.1.2. Supervised Training. This phase consists of briefings, reading assignments, testing, and hands-on experience. It prepares the trainee for controller duties and covers all the areas identified on the master training outline and STS as necessary to perform these duties. Use written tests and practical evaluations during supervised training to measure the trainee's knowledge and skill level.

4.2.2. Refresher Training. Refresher training is a condensed version of initial training designed to train newly assigned controllers with recent or continuing command and control experience or to update controllers on procedures when returning from extended absences (two consecutive UTAs or 60 calendar days). The exact content of training is based on the controller's previous experience and currency.

4.2.3. Recurring Training. Recurring training is designed to ensure controllers remain knowledgeable in all areas pertinent to their assigned duties and maintain expertise in command post tasks. Conduct this training according to gaining command guidance and this instruction.

4.2.3.1. Training Projection. Develop a 12-month projection of training and use it to schedule the accomplishment of recurring training. Generate both self-study and recurring training requirements from this projection.

4.2.3.2. Self-Study. Each month, the OIC publishes a self-study letter listing Air Force, AFRES, gaining MAJCOM, NAF, and local publications, OPORDs, OPLANs, OIs, and any other material which support the month's projected training items for the situational training, formal training session, and testing. Each reading assignment indicates specific chapters, paragraphs, or annexes within the material as opposed to assigning an entire document for self-study. Controllers should know the focus of the reading assignment and be able to accomplish the reading in a reasonable time. Ensure new or revised publications are reviewed by all controllers on a timely basis.

4.2.3.3. Situational Training and Proficiency Examinations:

4.2.3.3.1. Situational training and proficiency exams include emergency action and reporting procedures, quick reaction checklist (QRC) familiarity and discipline, communications

equipment use, and other ongoing requirements such as COMSEC emergency plans and command post relocation. If mobility requirements dictate, include chemical warfare procedures. Situational training scenarios parallel the unit mission.

4.2.3.3.2. Units accomplish situational training and proficiency exams according to gaining MAJCOM guidance, but ensure emergency actions procedures are exercised at least semiannually. ACC-gained units conduct proficiency exams at least semiannually. These exams consist of a minimum of two situations.

4.2.3.3.3. Critique the exams and maintain the critiques for at least one year.

4.2.3.3.4. AFRES Command Center follows the guidance in the DOCC OI.

4.2.3.4. Alternate Command Post. Activate the alternate CP semiannually, during a UTA, to ensure CP operations can be adequately supported. Document activation in the events log and the record of controller formal training. All controllers will demonstrate the ability to effectively operate from the alternate location before certification.

4.2.3.5. Orientation Visits. To enhance the controller training program, consider scheduling a visit to the gaining command advisory unit command post or the HQ AFRES Command Center during the controller's annual tour.

4.3. Classification of Controllers:

4.3.1. Trainee. Any assigned controller who is not authorized to perform controller duties unsupervised.

4.3.2. Certified Controller. An individual who has:

4.3.2.1. Successfully completed all portions of the qualification training identified by the command post training outline.

4.3.2.2. Passed the evaluation given by the chief of the command post or the senior ART 1C3X1 after completing initial training and been designated to perform controller duties without direct supervision.

4.3.2.3. Successfully completed an interview with the certifying official.

4.4. Controller Training:

4.4.1. Only certified controllers administer controller training. However, base personnel may provide briefings as a part of orientation training or during recurring training sessions.

4.4.2. Develop a training outline incorporating Air Force, AFRES, and gaining command procedures. Use this outline to train and document training given to controllers and augmentees. Mark the individual training outline either "Controller" or "Augmentee" and annotate specific training requirements.

4.4.3. Administer controller training outlines according to gaining command procedures, except you may destroy the training outline after certification.

4.4.4. Start training as soon as practical after a controller is assigned to the command post. Do not delay training for lack of a Top Secret clearance eligibility; withhold that part of the training until the controller receives final clearance eligibility.

4.4.5. Personnel with no prior service and nonprior 1C3X1s must attend technical school (E3ABR1C331 005, Apprentice Command and Control Specialist Course).

4.4.6. If a controller is unable to certify because of nonprogression in training, the OIC prepares a letter of evaluation and forwards it to the unit on-the-job training (OJT) monitor for further disposition.

4.5. Augmentee Training. The senior ART ensures training of command post augmentees.

4.5.1. The senior ART 1C3X1 interviews each augmentee before selection to command post duty.

4.5.2. Augmentees receive initial training tailored for certification in AFRES procedures and daily command post operations. Training includes OPREP-3 reporting, flight following, and procedures for receipt of RAMs.

4.5.3. Include augmentees in quarterly recurring training.

4.5.4. Document augmentee training and certification the same as for controllers.

4.6. Certification and Decertification:

4.6.1. AMC/ACC/AFSOC-Gained Controllers. Certify or decertify all ART 1C3X1s and Reserve controllers who are AMC-, ACC-, or AFSOC-gained according to the gaining command's instructions with the following modifications:

4.6.1.1. Certify the trainee in at least one area as soon as possible, not to exceed one year. If a controller is unable to complete training within this period due to circumstances beyond his or her control, document the reason in the controller's training folder.

4.6.1.2. Certify an ART 1C3X1 in all areas within 90 days of assignment.

4.6.1.3. Certify supervisory personnel (for example, OIC, Superintendent, NCOIC).

4.6.1.4. Certification in areas designated by the gaining command implies certification in AFRES procedures as well. Follow gaining command guidance on documentation.

4.6.2. Controllers Assigned to HQ AFRES Command Center:

4.6.2.1. Certification:

4.6.2.1.1. Certification as an emergency actions (EA) controller indicates the controller has completed all required training and is qualified to perform, unsupervised, all console and console-related duties, including EA, operational reports, and Global Decision Support System (GDSS) or other electronic media procedures.

4.6.2.1.2. The Chief, Command Center Branch, certifies controllers assigned to the AFRES Command Center.

4.6.2.1.3. Document certification according to the DOCC OI.

4.6.2.2. Decertification. The OIC/NCOIC takes decertification action if the controller fails to maintain standards as determined by the certifying authority, if specific duties requiring certification are discontinued, or if the controller is absent in excess of 90 days.

4.6.3. Augmentees. The commander or designated representative certifies command post augmentees in AFRES procedures.

4.7. Testing:

4.7.1. General. Units follow their gaining command's instructions for testing and evaluations, but ensure AFRES procedures are tested at least quarterly (see paragraph 4.7.2). Document testing according to gaining MAJCOM guidance. HQ AFRES Command Center follows the DOC OI guidance on examination training.

4.7.2. AFRES Procedures. All certified controllers and augmentees complete a locally developed written examination quarterly. Air Force, AFRES, and unit directives are the source for this examination, which contains at least 20 questions. (These questions may be included in the gaining MAJCOM-required test.) The examination may be open or closed book. A minimum score of 90 percent critiqued to 100 percent is required. If a controller scores lower than the minimum required, give the controller additional training and retest. Record actual scores received before critique.

Chapter 5

COMMAND POST OPERATIONS

5.1. General. The command post provides the means for a commander to exercise command and control of assigned personnel and equipment. The AFRES command and control system provides a continuous flow of vital information through subordinate units, the HQ AFRES Command Center (HQ AFRES/DOCC), the Vice Commander (AFRES/CV), and the Commander, USAFR (AF/RE) before mobilization. After receiving a mobilization order, the new chain of command is from the unit through channels as specified by the gaining command. Units include HQ AFRES as an information addressee on all messages or other correspondence.

5.2. Security:

5.2.1. Air Force Reserve unit command posts are assigned the same security priority as the resources they support.

5.2.2. Ensure the physical security of the command post and safeguard classified information. Open or unattended storage of classified material in the command post is not authorized unless approved by the proper authority. Internal security procedures must include the STU III system components when the command post is not operational. Establish local procedures to eliminate any internal traffic, particularly in the console area, which could interfere with high intensity or contingency operations.

5.2.3. Controllers (and any unescorted personnel) wear restricted area badges (RAB) when in the command post.

5.2.4. Use a visitor's log to record personnel escorted into the command post.

5.3. Emergency or Contingency Actions. Unit command posts must be capable of responding to any emergency or contingency. Each unit develops procedures to operate the facility on a 24-hour basis if required.

5.3.1. Readiness Action Message Procedures:

5.3.1.1. HQ AFRES uses the readiness action message (RAM) to keep subordinate commanders informed of the current readiness or contingency situation. Upon receipt of a RAM, commanders review the appropriate plans and identify or accomplish those actions which can be taken in planning and preparing for mobilization or contingencies.

5.3.1.2. The precedence of the RAM is FLASH or IMMEDIATE.

5.3.1.3. The RAM is classified according to content.

5.3.1.4. HQ AFRES/DOCC or CAT transmits the RAM to the NAF and unit command posts (or commanders, where no

command post exists) for immediate delivery to the commander.

5.3.1.5. Actual RAMs are numbered sequentially by calendar year. Exercise RAMS are numbered separately by exercise.

5.3.1.6. RAMs may be addressed to all units, using AIG 8464, or may be selectively addressed.

5.3.2. Acknowledgment Procedures:

5.3.2.1. Telephonically acknowledge receipt of any exercise or actual RAM through the wing/NAF to the AFRES Command Center. Use the following voice format: "This is the XXX command post acknowledging receipt of HQ AFRES/DOCC (Exercise) Readiness Action Message Number xxx (if used), DTG _____."

5.3.2.2. Notify the commander that you have received a message which requires his or her immediate attention.

5.3.3. Accomplishment Reporting:

5.3.3.1. If the RAM directs actions be taken, units report accomplishment via secure fax or AUTODIN, IMMEDIATE precedence. Reference the RAM number and indicate the time (Zulu) all actions were accomplished, any exceptions or limiting factors, and other remarks the commander wishes to include.

5.3.3.2. Use secure voice if using AUTODIN or secure fax would cause significant delay.

5.3.4. Exercise RAM Procedures. Train RAM procedures at least semiannually. Request exercise RAM messages from HQ AFRES/DOCR at least three duty days in advance of desired transmission date and indicate whether a certain training scenario is desired.

5.3.5. Post-mobilization. After mobilization, react to gaining command requirements but continue to address HQ AFRES Command Center on all emergency action reports.

5.4. Unit Contact Information. HQ AFRES/DOCC must be able to reach commanders or their designated alternates within 30 minutes.

5.4.1. Each NAF, wing, and detached flying squadron commander provides a listing of key personnel and a 24-hour point of contact (POC) through the GDSS.

5.4.2. Each unit, including detached flying squadrons, submits a contact information letter (CIL) listing key personnel and a 24-hour POC to the command post of the wing to which assigned (see attachment 3). Nonflying detached squadrons forward their CIL to their regional support group commander.

5.4.3. Tenant units also ensure the host command post maintains a current copy of their CIL.

5.4.4. Submit CILs on 1 July each year and update entire CIL immediately whenever changes occur.

5.5. Crisis Action Team/Battle Staff:

5.5.1. In the event of a contingency or emergency it is imperative that HQ AFRES establish immediate connectivity with each unit's crisis action team or battle staff.

5.5.2. Submit the names and CAT/BS phone numbers for all primary CAT/BS members to the AFRES Command Center. Include functional area secure and nonsecure DSN and fax phone numbers. Indicate whether the CAT/BS phone numbers are in the CAT/BS area. Units may include this information in the CIL or submit in a separate document.

5.5.3. Exercise the CAT/BS according to gaining MAJCOM requirements. In cases where no such requirements exist, exercise the CAT/BS at least annually.

5.6. Key Personnel Location:

5.6.1. Update the GDSS key personnel listing in advance of the absence of NAF and wing commanders. For a unit commanded by a Reservist (non-ART), report the commander's absence only when he or she is away from home station while in duty status. If the commander is not in duty status, report location of the next senior ART in command.

5.6.2. NAFs develop procedures to ensure commanders' availability data is loaded into GDSS by the close of business each day. Commanders keep their command post informed as to planned absences and itineraries as soon as they are known.

5.7. Operating Instructions:

5.7.1. Develop and maintain a current series of OIs, using the guidance in AFI 37-160. volume 1, *The Air Force Publications and Forms Management Program - Developing and Processing Publications*. Outline specific command post functions, operating procedures, and controller duties. However, where complete actions can be covered by a QRC, an OI is not necessary.

5.7.2. If an OI requires upchannel reporting, include detailed procedures for both pre- and post-mobilization reporting.

5.7.3. Review OIs annually for currency and annotate review.

5.7.4. See attachment 4 for a basic list of recommended OIs.

5.8. Quick Reaction Checklists (QRC):

5.8.1. A QRC contains actions necessary for initial response to a situation. QRCs outline actions to take in response to emergency, abnormal, and certain recurring circumstances, and to implement operations plans and orders. Distinguish between pre- and post-mobilization contacts and telephone numbers. Date QRCs, list references, and tab for easy reference and use.

Maintain and protect classified QRCs according to DOD 5200.1-R and AFI 31-401, *Managing the Information Security Program*, as supplemented.

5.8.2. If complete actions cannot be covered by a checklist, include references in OIs or instructions to provide further guidance.

5.8.3. Review all QRCs annually for currency and annotate upon completion of review.

5.8.4. See attachment 5 for a basic list of recommended QRCs.

5.9. Checklists. Develop and maintain checklists for use by controllers performing shift duty to ensure all routine and recurring functions are performed.

5.9.1. Shift Changeover Checklist. The controller going off duty needs an avenue to brief the oncoming controller. Include such things as key personnel status, scheduled and enroute mission status, aircraft in maintenance, significant events, and open checklist items to help ensure a smooth transfer of operations from shift to shift.

5.9.2. Shift Checklist. Controllers performing shift duty should have a tool to ensure all duties are completed. Include all items of a recurring nature which occur during various shifts.

5.10. Events Log:

5.10.1. Maintain AFRES Form 124, **Events Log** (it may be computer generated) whenever the facility is open. This log serves as an official record of events affecting the unit. Indicate time of opening and closing and controllers on duty.

5.10.2. Log significant events and incidents, including the time of occurrence (in Zulu time), actions taken, notifications made, checklist actions required but not completed, and outcome of events.

5.10.3. Log all communications tests, emergency light/ emergency power tests, and other tests that may be required by applicable instructions.

5.10.4. Include the initials of the controller entering the information.

5.10.5. Classify and protect the events log according to content.

5.10.6. The ART or OIC reviews the log daily.

5.10.7. Retain the events logs according to AFMAN 37-139, *Records Disposition Schedule*, Table 10-10, Rule 5.

5.10.8. Other offices needing to maintain an events log are also authorized to use AFRES Form 124.

5.11. Controller Information File (CIF):

5.11.1. Maintain a CIF containing information of a temporary nature pertinent to command post operations and personnel (for example, messages and letters) within easy access to controllers.

5.11.2. Controllers review items added since their last duty and sign off review of the CIF before assuming duty.

5.11.3. The ART 1C3X1 ensures timely insertion, review by all controllers, and removal of outdated items. Maintain the CIF according to AFMAN 37-139, Table 37-11, Rule 5.

5.12. Operational Reporting:

5.12.1. Each command post maintains an Operational Reports Guide which includes those reports required by JCS, USAF, AFRES, and the gaining commands. The gaining command specifies reports required after mobilization. All other reports are as specified by this and other applicable AFRES publications.

5.12.2. Report significant incidents/events according to AFMAN 10-206, *Operational Reporting*, as supplemented. Many reportable subjects are clearly identified, while others require judgment. Command posts are not in the investigation business. The unit command post is the central agency for immediate initial notification and reporting, through channels, to provide information to higher headquarters on significant events and incidents.

5.13. Unit Command Post Displays. Displays provide information necessary for the commander to monitor and manage assigned forces. If using computerized displays, be sure a noncomputerized backup display method is readily available. As a minimum, units have:

5.13.1. Personnel locator.

5.13.2. Flight following.

5.13.3. Alternate and emergency airfields.

5.13.4. Navigation aids (NAVAIDS) status.

5.13.5. Distinguished Visitor (DV) status.

5.13.6. Airfield diagram.

5.14. Publications. Maintain those publications (policy directives, instructions, manuals, etc.) required for operation. In addition, make those publications listed as applicable in AFRESIND 2, *Numerical Index of Applicable Gaining Command Publications*, readily available to the controllers. See attachment 6 for a basic list of recommended publications.

5.15. Specific Responsibilities. In addition to responsibilities mentioned elsewhere in this instruction, all assigned command post personnel:

5.15.1. Have a thorough knowledge of the gaining command emergency action (EA) procedures, unit recall plans, and unit mission and commitments.

5.15.2. Monitor flying operations and update flight following media.

5.15.3. Coordinate flying mission requests and requirements.

5.15.4. Report changes in airfield status for AFRES bases to higher headquarters as changes occur.

5.15.5. Report commander's absence according to paragraph 5.6.

5.15.6. Monitor all alerting communications systems, as applicable.

5.15.7. Collect information for and submit properly formatted reports of emergencies and serious events according to AFMAN 10-206, as supplemented, and other reporting instructions.

5.15.8. Provide disaster response required by AFI 32-4001, *Disaster Preparedness Planning and Operations*, and local disaster plans.

5.15.9. Manage and report SORTS (ART 1C3X1 and designated alternate; not applicable to NAF).

5.15.10. Monitor the status and location of distinguished visitors and forward information to higher headquarters.

5.15.11. Report the arrival, departure and a contact number for all higher headquarters team visits to the unit.

5.15.12. Maintain current displays. If using computerized displays, be sure a noncomputerized backup display method is readily available.

5.15.13. Prepare, send, and maintain CILs.

5.15.14. Maintain a current controller information file consisting of highlights of new procedures and revisions to

publications, heads-up letters, and other items of interest. All personnel review and initial each new item before assuming shift.

5.16. Communications Tests. In order to ensure communication connectivity with units and identify and correct message distribution problems, the AFRES Command Center periodically conducts communication tests via AUTODIN.

5.16.1. The precedence of tests using AIG 12882 is ROUTINE or PRIORITY; the precedence of tests using AIG 8464 is normally IMMEDIATE.

5.16.2. Acknowledge receipt of test messages as requested in the message. After approximately three days to a week, units not responding are called and queried as to the reason for no response.

5.16.3. Use the communications test to track internal distribution and work out solutions for timely notification and delivery of messages.

5.16.4. Report problems encountered to HQ AFRES/DOCR either telephonically or by e-mail.

5.17. Self-Inspection. Establish a self-inspection program tailored to the unit mission. The main purpose of the self-inspection program is to identify and correct problem areas, correct discrepancies, and incorporate benchmarks or laudatory practices from other units.

5.17.1. Appoint a self-inspection manager in writing.

5.17.2. Maintain checklists that allow in-depth, comprehensive evaluation of the command post's functions and procedures.

5.17.3. Develop a means of noting and tracking correction of discrepancies and implementation of benchmarks. Review assessment and inspection reports from other units, and get the maximum use from crosstell and crossfeed information. Make sure crossfeed information is current and use it for self-inspection. Also ensure discrepancies or problem areas identified at other units are not present in your command post.

5.17.4. Establish a procedure to ensure self-inspection is accomplished at least once each calendar year. Document both the self-inspection and any discrepancies, and track corrective actions until the problems have been fixed.

Chapter 6

STAFF ASSISTANCE VISIT PROGRAM

6.1. General. This chapter outlines the command and control staff assistance visit (SAV) program for AFRES units. HQ AFRES/DOCR and the NAF/DOOC are responsible for this program.

6.2. Purpose:

6.2.1. A SAV allows higher headquarters to validate an operation, see where the problems are, and help solve or offer suggestions for improvement; it should not be viewed or

conducted as an inspection. Units should be open in discussing difficulties and keep in mind that the real purpose of the SAV is to help build a stronger operation.

6.2.2. The command and control SAV program provides an accurate assessment of the controller training program and identifies areas which require additional emphasis to ensure a high level of readiness.

6.2.3. A SAV also allows higher headquarters to identify unit programs and procedures that could be used as benchmarks for other units.

6.3. Applicability. The command and control SAV program applies to all Air Force Reserve organizations responsible for command and control operation.

6.4. Procedures. SAV personnel evaluate controller knowledge and performance as well as command and control operating procedures and documentation.

6.4.1. Major Functional Area Emphasis:

6.4.1.1. AFRES and Gaining Command Emergency Action Procedures and Console Operations. Emphasis is on EA checklists, alert recall procedures, controller knowledge, team coordination, and checklist discipline.

6.4.1.2. Command Post Daily Operation. Emphasis is on QRCs, OIs, and operational reporting.

6.4.1.3. Training and Certification. Emphasis is on the effectiveness of the training program, compliance with written guidance, proficiency training, certification procedures, and documentation management.

6.4.1.4. Security. Emphasis is on the areas of information security, physical security, computer security, OPSEC/COMSEC awareness and procedures, and entry and circulation control.

6.4.1.5. Facility, Communications, and Resources. Emphasis is on general appearance, efficient use of the facility and resources available, small computer management, communications, use of equipment, displays, console layout, limitations which may hinder mission capability, and housekeeping practices (clean, orderly, and neat).

6.4.1.6. Management. Emphasis is on command and control programs, management policy and procedures, compliance with written directives, administrative procedures, personnel and resource utilization, military courtesy and professionalism, Air Force dress and personal appearance standards, and overall command post effectiveness.

6.4.2. Availability of Personnel. When the SAV takes place during a UTA, the OIC or ART ensures controllers are available to SAV personnel.

6.4.3. Reports. The person performing the SAV prepares a written report of the problems and benchmarks noted and assistance or recommendations provided . Furnish a copy to the command post and a brief summary for the SAV team chief to provide to the unit commander.

6.4.3.1. Units use the SAV report as an in-house management tool to assist in further resolving difficulties.

6.4.3.2. If HQ AFRES/DOC personnel perform the SAV, they note favorable comments or benchmarks worthy of command-wide attention and include them in the periodic Command Post Updates. If a NAF performs the SAV, they forward such comments to HQ AFRES/DOCR for possible implementation or dissemination throughout the command.

6.5. Unit Outbrief. Upon completion of the SAV, the OIC and NCOIC receive an informal outbrief which notes all areas requiring increased emphasis. No formal reply is required to document corrective actions taken unless the unit desires further guidance or recommendations.

6.6. Scheduling Procedures and Frequency of SAVs:

6.6.1. HQ AFRES/DOCR:

6.6.1.1. Conducts SAVs when requested by a NAF or a unit (with NAF concurrence) or when determined necessary by analysis of reports.

6.6.1.2. Periodically conducts a joint SAV with each NAF to ensure the quality and effectiveness of the overall SAV program and to assist a unit having difficulty in maintaining standards due to shortages in personnel, high turnover, or other limiting factors.

6.6.2. NAF/DOOC:

6.6.2.1. Provides HQ AFRES/DOCR a schedule of SAVs to subordinate units.

6.6.2.2. Conducts SAVs to each subordinate unit once each 24 months.

6.6.2.3. Provides units with advance notification of planned visits, including the name, rank, social security number, and security clearance of persons performing the SAV, support requirements, and inbrief and outbrief requests.

6.6.2.4. If a command post receives less than a satisfactory rating as the result of an AFRES or gaining command IG inspection, HQ AFRES/DOCR, together with the NAF/DOOC, schedules and conducts a SAV within 90 days following the evaluation. HQ AFRES/DOCR (in coordination with the NAF) may determine that circumstances dictate additional recovery time for the unit before the SAV.

DAVID S. SIBLEY, Brig Gen, USAFR
Assistant Vice Commander

GLOSSARY OF REFERENCES AND TERMS

References:

AFPD 10-2, *Readiness*

AFI 10-207, *Command Posts*

Terms:

AFRES Command Post (CP). The agency through which commanders control their aircraft and aircrews and manage and direct ground support activities. The term "command post" is synonymous with the term "command and control facility".

Augmentee. An individual assigned to the unit operations staff who is trained and certified in AFRES peacetime command and control procedures.

Battle Staff (BS). A group of designated staff officers who provide the commander a capability for obtaining expanded, coordinated installation staff actions during periods of national or international tension, contingency operations, and exercises. Disaster preparedness and survival recovery management are subfunctions of the BS. The term "Battle Staff" is synonymous with the terms "Contingency Support Staff (CSS)" and "Crisis Action Team (CAT)".

Command and Control (C2). The exercise of authority and direction by duly designated commanders and staff over assigned forces to complete their assigned mission.

Contact Information Letter (CIL). A letter listing unit key personnel and contact information for duty and nonduty hours.

Contact Point. Any 24-hour facility capable of receiving AUTODIN or Class A telephone communications (base communications center, base operator, fire department, command post, etc.).

Contingency Support Staff (CSS). Synonymous with BS or CAT.

Crisis Action Team (CAT). Synonymous with BS or CSS.

Daily Operations Staff. Air reserve technicians (ART) and, or designated augmentees or civilian staff tasked with the daily operation of the unit.

Emergency Actions. Actions taken to comply with the United States Air Force Emergency Action Procedures (USAF-EAP), Emergency Action Procedures of the JCS (EAP-JCS), AFRES or gaining command Commander in Chief (CINC) directives.

Global Decision Support System (GDSS). GDSS is a computer network used by the United States Transportation Command, the Air Mobility Command, the Air National Guard, and HQ AFRES for command and control at the higher echelons. GDSS directly interfaces with the AMC Command and Control Information Processing System (C2IPS) program at the unit and wing level.

Mobilization. Expansion of the active force to include the calling up of Reserve units to extended active duty to satisfy any emergency, contingency, or war tasking. Authority for mobilization of Reserve forces is the President or Congress.

Operations Center (OC). Another term for CP.

Posse Comitatus. The act which prohibits the use of military forces to enforce civilian law, but has certain exceptions for the incidental or dedicated purpose of assisting in the collection of information that may be relevant to a violation of any federal or state law.

Readiness Action Message (RAM). A plain text message dispatched from HQ AFRES to commanders. The RAM is used to direct emergency, contingency, or other actions based on current or forecast situations that could affect unit resources.

Unit. The lowest level of command subject to recall.

COMMAND AND CONTROL MANNING REPORT

RCS: AFR DOO(A)8601   DSN:
ORGANIZATION/FUNCTIONAL ADDRESS SYMBOL AND LOCATION   TELEPHONE   DATE (AS OF)

I. CURRENT MANNING

1. Officers: AUTH: ASGN: CERT:

2. Enlisted: AUTH: ASGN: CERT:

3. ART(s): (Rank, GS-level, Name)

4. OIC: (Rank, Name)

5. Superintendent: (Rank, Name)

6. Training Officer: (Rank, Name)
   Training NCO: (Rank, Name)

7. AUTHORIZED ASSIGNED   NAME   DATE   EST/ACT   POS
   GRADE/AFSC   GRADE/AFSC   (Last, First) ASGN   CERT DATE*   CERT**

* If person is in training, give estimated certification date.
** If person is in training, put "In Trng"

II. PROMOTEES (Name and new rank):

III. PROJECTED GAINS:

IV. PROJECTED LOSSES (With Reasons):

V. REMARKS:

Attachment 2. Command and Control Manning Report.

UNIT CONTACT INFORMATION LETTER

MEMORANDUM FOR HQ AFRES/DOC   (Date)

FROM: Unit Name/FAC
          Unit Address

SUBJECT: Contact Information Letter (S/S Our Memorandum, date)

1. Commander's grade and name.

   Duty Phone   Home Phone   Home Address
   (Include area code,   (Include area code)
   base number, DSN,
   cellular, and pager

2. Next senior officer or ART. Give position title and include same information required in 1 above.

3. Operations Group Commander or operations officer. Include same information required in 1 above.

4. Logistics Group Commander or logistics officer. Include same information required in 1 above.

5. Telephone numbers for daily operations and emergency actions (secure and nonsecure DSN and commercial).

6. Normal duty hours expressed in Greenwich mean time (Zulu).

7. Name of contact point after duty hours and telephone numbers for that contact point.

8. CAT/BS contact numbers may be included (see paragraph 5.5.2).

cc: 4 AF/DOOC
     10 AF/DOOC
     22 AF/DOOC

RECOMMENDED BASIC LIST OF OPERATING INSTRUCTIONS

Controller training and certification.

Controller duties and responsibilities.

Maintenance of standardized forms used by the CP.

Operational reporting.

Equipment operation (emergency power, vehicle, SARAH terminal, GDSS, C2IPS, WCCS, e-mail, Banyan Vines, secure voice, radios, pager, fax, and any other electronic media).

Administrative security procedures.

Physical security procedures, including CP entry control.

COMSEC procedures.

Pyramid alerting (with and without communications available).

Command post opening and closing.

RECOMMEND LIST OF QUICK REACTION CHECKLISTS

Emergency Actions (gaining command checklists).
AFRES Readiness Action Message (RAM)
Aircraft Emergencies/Accidents
Weather Warnings or Advisories
Conference Skyhook/Conference Hotel/X-Ray
Civil Disturbances
Helping Hand/Covered Wagon
Pyramid Alert/Recall
Inspector General (IG) Team Arrival/Departure/Inspection Result Update
Distinguished Visitor (DV) Arrival/Departure
OPREP-3 PINNACLE/BEELINE/HOMELINE
Ground Emergency/Accident
Hurricane Evacuation or Reception (if required)
Open Skies Voice Formats (if required)
Posse Comitatus
Natural Disasters
Evacuation/Reconstitution of Command Post
Border Violations
Bomb Threat
Power Failures
Communications Failures
Aircraft Diversion
Unauthorized Aircraft Movement
Hostage Situation
THREATCON

RECOMMENDED BASIC COMMAND POST PUBLICATIONS LIST

AFI 10-201   *Status of Resources and Training System*
AFI 10-207   *Command Posts*
AFMAN 10-206   *Operational Reporting*
AFI 31-101, VI   *The Physical Security Program*
AFI 31-209   *The Air Force Resource Protection Program*
AFI 31-401   *Managing the Information Security Program*
AFI 31-210   *The Air Force Antiterrorism (AT) Program*
AFI 33-211   *COMSEC User Requirements*
AFRESI 11-201   *Flight Operations*
AFRESI 10-203   *USAFR Command and Control*
AFRESI 10-404   *United States Air Force Reserve (USAFR) Unit Notification and Assembly Procedures*
AFP 102-2, Vol I   *Joint User Handbook for Message Text Formats (JUH-MTF)*